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From: Anton, Michelle C.
Sent: Monday, November 22, 1999 3:09 PM
To: Fawcett, Gina P.
Cc: Rahardja, Francisca
Subject: Meeting with Pickiu Datta

Gina-

Just wanted to give you a recap of our meeting with Pick. He had numerous issues that he wanted to review based on his analysis of EMI. Most of them were really pertaining to the bar program (storage, vehicle usage, travel arrangements, etc.) We did review his suggestions with him and they sounded logical, but I let him know that he should really review that information with Susan (Kanefield)

As for MFA, his primary concern was attendance and cost per consumer. We took him through the three changes we are considering for '99 to improve attendance:

- revised creative,
- better educating bar staff about the program
- testing a ticket sales element in one-two markets

We also talked about the fact that MFA is really a fixed cost program and while our goal is to achieve better attendance, cost per consumer is really not the best measurement of the success of the program because our costs are the same whether we have 1 or 500 consumers.

I also suggested that if they are going to look at cost per consumer, they should take a look at other programs like Merit Swing or other OPB&D programs to get some sort of benchmark. Since MFA is not designed to be a national program like the Marlboro bar program or the catalog, the cost per consumer is naturally going to be higher than other Marlboro programs.
And since the objectives and structure are different for MFA vs. other OPB&D programs, we still may have higher cost per consumer but I bet it would be more in-line with what the OPB's see.

Pick is going to discuss his findings on EMI with Susan (K) and then pull together a final report that we will all have a chance to review before it is issued.

Also, just a question for you..is this a new thing that finance is looking at cost per consumer on our programs? The 3 years I worked on Parliament Party Zone, no one ever talked to me about the cost of the program per name generated so I was wondering if it was the type of program or a new finance initiative? If so, I would think that most of our new miles initiatives will have a pretty high cost per consumer. Is this something that will become an issue with finance?

Michelle

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